



FACTS &
FIGURES

2014



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PROFILE

VINCI Construction Grands Projets is a subsidiary of VINCI, a global player in concessions and construction.

We are part of a lineage of companies that have been operating for over 100 years and whose names are associated with landmarks in France and around the world.

We design and build major civil engineering structures and buildings:

- > Transport infrastructures – bridges and viaducts, underground works, linear surface works, marine works;
- > Mining infrastructures – access tunnels, earthworks, underground and open-pit work, civil engineering;
- > Energy and oil & gas – LNG tanks, thermal and nuclear power plants;
- > Buildings – office and residential towers, car parks, airports, administrative and cultural facilities;
- > Hydraulic infrastructures – dams, pumping and wastewater treatment stations, water distribution and evacuation;
- > Environment – drinking water supply and sanitation systems, technical landfill centres.

To carry out these major projects and fulfil our vocation, our teams make use of specialized expertise in project management, construction and engineering, relying on a network of shared experience that allows them to address quickly project risks. Whenever possible, we work in close partnership with local companies to find solutions that are comprehensive yet specifically tailored to the needs of each client, in both the private and public sectors.

We put our teams' knowledge and skills, experience, and capacity for innovation in the service of our clients to create together major structures for the sustainable development of territories. The safety of worksite personnel, people living near the site, and future users is our top priority in delivering projects of the highest standard.

Alain Bonnot, Chairman and CEO

FROM THE TOP DOWN AND LEFT TO RIGHT

MANAGEMENT COMMITTEE

- // **Yanick Garillon**, Director Qatar and Arabian Gulf
- // **Stéphanie Malek**, Communications Director
- // **Arnaud Brel**, Quality, Safety, Health and Environment Director
- // **Alain Bonnot**, Chairman and Chief Executive Officer
- // **Philippe Masselot**, Chief Financial Officer
- // **Jean-Luc Brial**, Director Asia, Building & Water works
- // **Patrick Kadri**, Director France, Mediterranean Europe, Africa, Near East & LNG tanks
- // **Guillaume Feld**, Legal Counsel
- // **Éric Chambraud**, Director British Isles, Northern Europe, Americas, Russia & underground works
- // **Jean-Luc Toris**, Engineering & Technical Capabilities Director
- // **Patrick Béchaux**, Human Resources Director



AREAS MANAGERS



Alexandre Ambrosini
Building & International
QDVC



Philippe Athuyt
France and overseas
French territories



Jean-Luc Audureau
Latin America, Carribean &
underground works



Sébastien Bliaut
Northern Europe



Pierre Bourgeois
Hong Kong



Hosni Bouzid
Mediterranean Europe &
LNG tanks



Éric Coppi
Arabian Gulf



Jean-Pierre Dauban
Africa, Near East &
Chernobyl



Gilles Dumoulin
Projects' Director



Igor Gorwitz
Building Central Asia



Hakim Naceur
Russia



Michel Oliveres
Southeast Asia



Thierry Portafaix
North America



Lionel Ravix
British Isles



Julien Rayssiguier
Water works



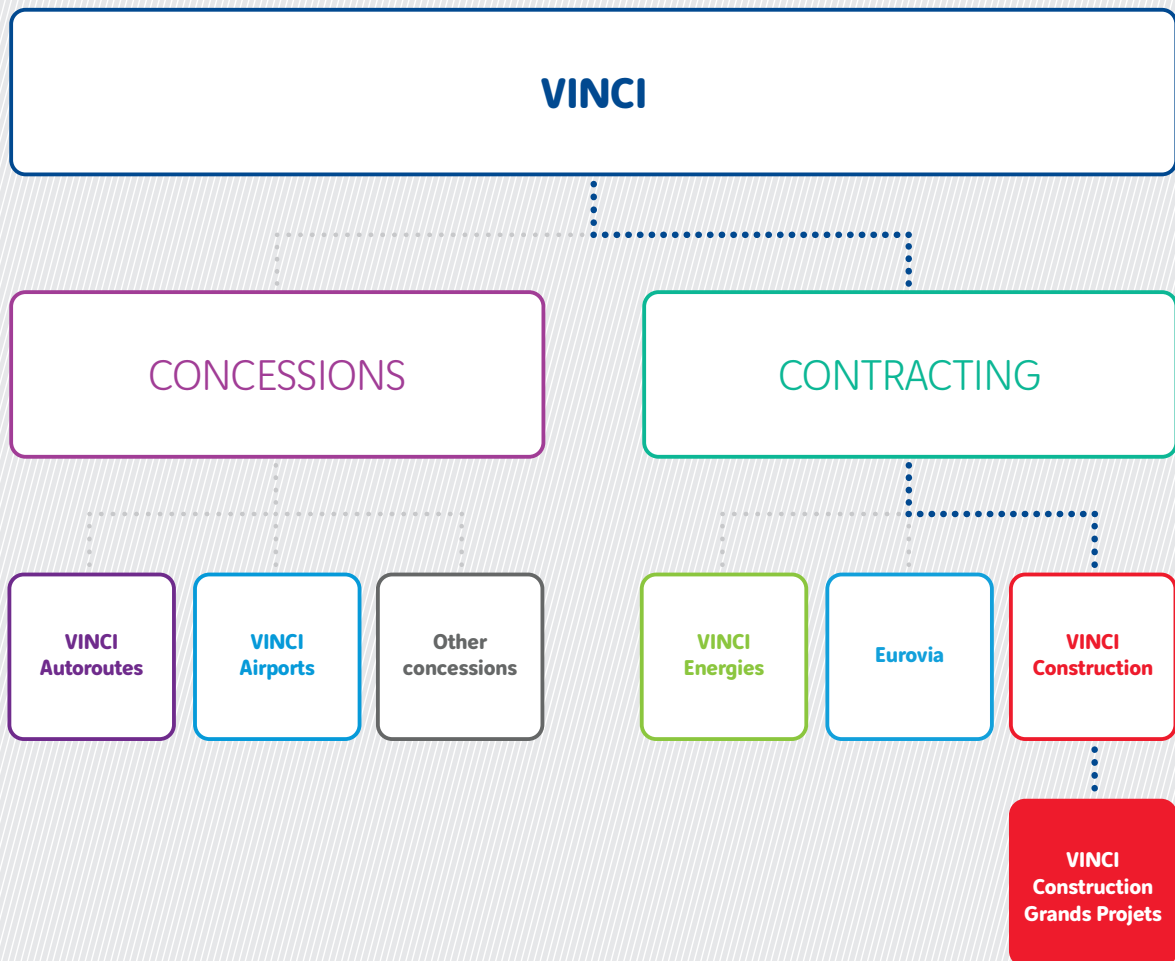
Jean-Philippe Salla
Infrastructures QDVC

At December 31, 2014 (including joint ventures)

ESSENTIALS

VINCI is a global player in concessions and construction, employing more than 185,000 people in some 100 countries.

Its mission is to design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all.



○ 185,293

○ 68,185

● **6,974**

**EMPLOYEES
WORLDWIDE**

○ € 38.7 bn

○ € 15.4 bn

● **€ 1.3 bn**

OF REVENUE

○ € 3,642 M

○ € 380 M

● **€ 53 M**

**OF OPERATING INCOME
FROM ORDINARY ACTIVITIES**

○ € 27.9 bn (Contracting)

○ € 16.1 bn

● **€ 3 bn**

ORDER BOOK

○ 260,000

○ 24,448

● **42**

PROJECTS

● **€ 470 M**

CASH

○ figures VINCI

○ figures VINCI Construction

● figures VINCI Construction Grands Projets



CURRENT WORKSITES

TRANSPORT INFRASTRUCTURES

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**SUD EUROPE ATLANTIQUE
HIGH-SPEED RAIL LINE
TOURS-POITIERS, FRANCE**

**PUTTING BORDEAUX
A MERE TWO HOURS
BY TRAIN FROM PARIS**

Europe's largest rail project is under way. The 300-km high-speed link between Tours and Bordeaux encompasses 500 standard and non-standard engineering structures, including 24 viaducts and 6 covered trenches. The rail line crosses 3 regions, 6 departments, and 113 communes as well as 14 "Natura 2000" sites that provide habitats to 220 protected wildlife and plant species. At peak activity in summer 2013, the project employed more than 8,500 people. The first commercial train travelling at 320 km/hr will enter into service in summer 2017!

30 MILLION
HOURS
WORKED

Cosea, the consortium in charge of building the rail line, achieved the milestone of 30 million work-hours on the project in January 2015.



**MORE
THAN** **200** KM
DELIVERED TO
RAILWORKS



At the end of 2014, railwork teams had taken receipt of more than 200 km of the railway line.

THE NEW COASTAL ROAD VIADUCT

LA RÉUNION, FRANCE

A ONE-OF-A-KIND BARGE TO BUILD A "ROAD" ON THE OPEN SEA

A 5,400 m viaduct in the open sea – a record in France – will connect Saint-Denis to La Grande Chaloupe. This new dual 3 lane carriageway will enable the more than 50,000 motorists who use the coastal road to travel in complete safety despite the cyclonic swells that sweep across the island on a regular basis.



**95% OF
ONSHORE
PRECASTING**



This construction solution helps to reduce the effect of weather conditions on work schedules and minimize the impact on wildlife.

**105^M LONG
43^M WIDE**



These are the dimensions of the self-propelled jack-up barge whose construction began in late 2014 in Poland. The barge will be able to transport and install 4,500 tonne precast segments at sea. It will be delivered to Île de La Réunion in February 2016.





COENTUNNELS

AMSTERDAM, THE NETHERLANDS
ENTRY INTO SERVICE IN 2014

EASING THE FLOW OF TRAFFIC IN AMSTERDAM

Amsterdam's western ring road heading north has been given a boost with the construction of a second tunnel under the city's port and upgrades to the original tunnel. As many as 200,000 motorists a day are expected on the eight lanes of traffic now available since 21st July 2014.



715 M
UNDERWATER
TUNNEL

To prevent collapse during excavation operations, a temporary, underwater retaining structure was designed and built.

3.4 KM OF NOISE-
ABATEMENT
SCREENS



To protect Amsterdam residents' quality of life, 3.4 km of noise-abatement barriers and 6.8 km of anti-pollution screens were installed.

LIEFKENSHOEK TUNNEL

ANTWERP, BELGIUM

ENTRY INTO SERVICE IN 2014

RELIEVING CONGESTION IN THE PORT OF ANTWERP

Thanks to this design-build project and turnkey delivery, a 16.2 km dual-track rail segment was inaugurated on 9th December 2014, thereby relieving freight-traffic congestion in the port of Antwerp. The new rail segment, which connects the port's northern and southern extremities, can accommodate up to 100 return trips a day.



40 M UNDER
THE ESCAUT **3 M**
UNDER THE
KANAALDOK



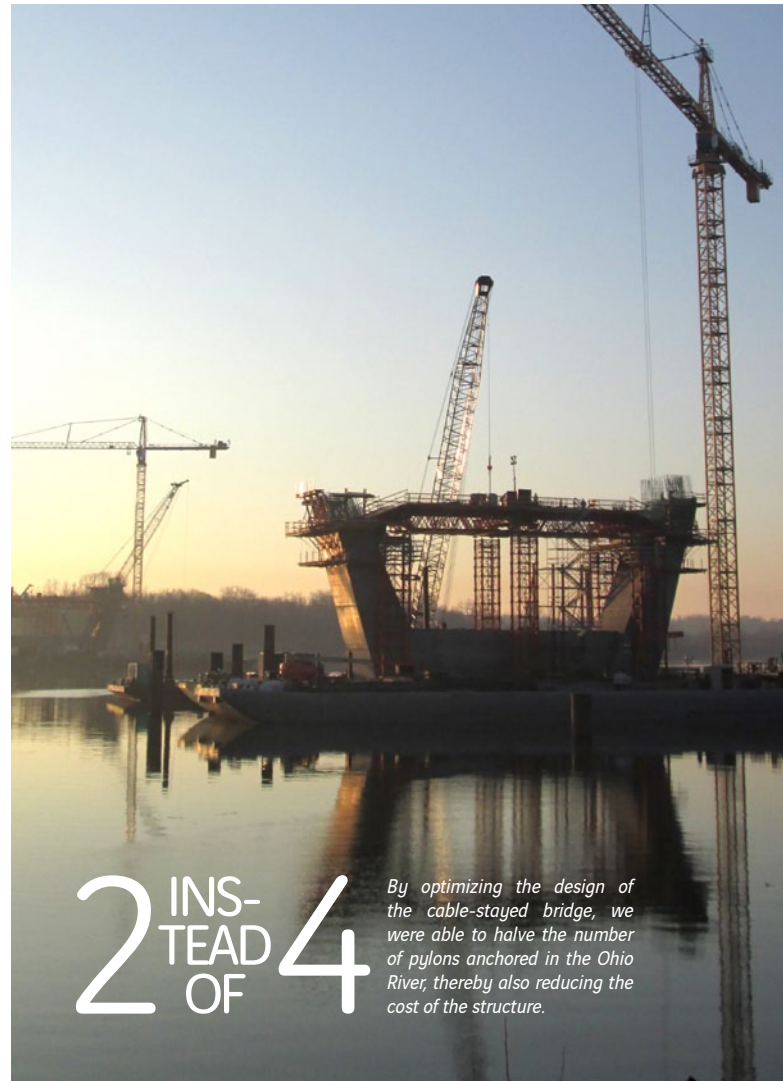
Canal-dredging operations, contained within a double steel sheet pile, had to be carried out under the Kanaaldok to allow the two TBMs to move forward.

EAST END CROSSING OHIO RIVER BRIDGES

LOUISVILLE, UNITED STATES

UPGRADING THE HIGHWAY NETWORK IN THE UNITED STATES

Connecting Indiana to Kentucky while bypassing the city of Louisville – that is the objective of the East End Crossing, a 12.6 km dual 2 lane highway. To that end, we designed and built a 762 m cable-stayed bridge to span the fickle Ohio River as well as a 512 m twin-tube tunnel and 19 standard engineering structures. The new highway will be managed for 35 years by a concession-holding consortium that includes VINCI Concessions.



2 INS- TEAD OF 4

By optimizing the design of the cable-stayed bridge, we were able to halve the number of pylons anchored in the Ohio River, thereby also reducing the cost of the structure.



ATLANTIC BRIDGE

COLON, PANAMA

MORE THAN 200 M OVER THE POST-PANAMAX

The Atlantic Bridge is 3,500 m long with its access viaducts, and will provide 2 x 2 lanes for vehicles to cross the Canal independent of the operation position of the locks 3 km further south. This bridge is the longest cable-stayed bridge in the world with a central concrete span of 530 m, pylons measuring 212.50 m high and a vertical clearance of 75 m.



530 M

This is a world record length for a concrete cable-stayed span.

LIGHT RAIL TRANSIT SYSTEM LUSAIL, QATAR

TURNKEY URBAN TRANSPORT FOR A NEW CITY

Through our subsidiary QDVC (51% Qatari Diar, 49% VINCI Construction Grands Projets), we are assisting our client on an Early Contractor Involvement project to design and build a 30 km light-rail transit (LRT) system in the new city of Lusail, located north of the capital of Qatar. Civil engineering operations for the system's underground portion (including 10 km of track and 8 stations) have been completed. In 2014, we integrated all rolling-stock and systems suppliers into the project structure to enable turnkey delivery of Phase 1 in 2019 and Phase 2 in 2021.

100%
FORECASTING



Urban mobility challenges are usually the reason for launching transport projects in cities. In this case, we had to forecast all potential problems since the city didn't even exist at the start of the project.



**ZERO
CATENARIES**

The Lusail LRT network is a leading-edge transport system that uses catenary-free technology for optimal visual appeal. As a result, power will be delivered to the system by a third track on the ground.

NEW ORBITAL HIGHWAY DOHA, QATAR NEW CONTRACT IN 2014

PROTECTING DOWN-TOWN DOHA FROM HEAVY-VEHICLE TRAFFIC

With the opening of the new port of Messaid, located south of the capital of Qatar, a new thoroughfare is needed to connect the industrial zone and Ras Laffan, a gas town in the northern part of the country. Our subsidiary QDVC is in charge of the design and construction of a 47 km segment of this new roadway that includes 6 viaducts, 17 engineering structures, and a 320 m tunnel. Delivery in May 2017.



2x5+2x2

This new motorway includes a dual 5 lane configuration for touring vehicles and a dual 2 lane configuration for heavyweight vehicles.





RED LINE SOUTH

DOHA, QATAR

FERRYING VISITORS TO QATAR FROM THE AIRPORT TO THE CITY'S HISTORIC CENTRE

Football fans on their way to Doha for the FIFA World Cup in 2022 will arrive in our station! Our consortium is in charge of designing and building a 13.8 km twin-tube tunnel to ferry visitors to Qatar from the airport to the city's historic centre. The contract also calls for the construction of 6 underground stations, 51 safety connections between the tubes, and 3 emergency evacuation shafts.



5 TUNNEL-BORING MACHINES

We have designed and ordered 5 earth-pressure TBMs with an outside diameter of more than 7 m to enable us to deliver the metro system on time.



2,141 HOURS

This is how much training would have been delivered to workers called on to use complex TBM technology for the first time. A 3D simulation of the TBM in operation was specially developed as part of this training program.



METRO LINE 3 CAIRO, EGYPT



For the past 30 years plus, our Group has been building and extending the Cairo metro system, a strategic infrastructure for the city's transport and pollution-reduction requirements.



5 MONTHS AHEAD

At the request of our client - the National Authority for Tunnels - we delivered Line 3, Phase 2 five months ahead of schedule to the great satisfaction of the authorities and users.

30 YEARS BELOW GROUND IN NORTH AFRICA'S LARGEST MEGALOPOLIS

Nefertari, Hatshepsut, Imhotep: these illustrious names from Ancient Egypt are also the given names for the TBMs that have tunneled through Cairo's underground these past 30 years plus. Our expertise in underground works has allowed us to create two tunnels under the Nile River. Since 1981, we have delivered 77.4 km of underground track and 64 stations, providing Cairo residents with a cost-effective, quick, safe, and clean mode of transport.

SHATIN TO CENTRAL LINK HONG KONG, CHINA

EXPLOSIVES AND A TBM IN A HIGHLY URBAN ENVIRONMENT

At the foot of tall buildings and hills in Hong Kong, our teams are conducting both traditional excavation and TBM-assisted tasks to build the new metro line that will connect Shatin and Central.



-49 dBa
NOISE-ABATEMENT
AT THE TUNNELS
SHAFTS

The safety and comfort of residents and users in proximity to the Diamond Hill and Hin Keng tunnels shafts are priority issues in this project.

MINE TUNNELS

EL TENIENTE, CHILE

EXTENDING THE OPERATING LIFE OF THE **WORLD'S LARGEST** UNDERGROUND COPPER MINE

The world's leading producer of copper has called on our expertise in underground works to create an access tunnel to new extraction sites in the El Teniente mine, located at 1,500 to 1,900 m above sea level and 80 km south of Santiago. Using traditional excavation methods, we are creating main access tunnels (one for conveying personnel and the other for mineral ore) 17,780 m long as well as temporary access passageways 5,745 m long. We entered into partnership with Chile's national professional training institute to provide training to Chilean miners in the use of explosives.



700 m

**OF SOLID
ROCK ABOVE
OUR TUNNELS**

Our worksite is located deep in the Andes mountain range – in some places, as deep as 700 m.

10,000

CHILEAN MINERS

Our project will provide long-term employment for more than 10,000 miners in Chile. The El Teniente mine is the main economic engine in this part of the country.



LNG STORAGE TANKS

SABETTA, YAMAL PENINSULA, RUSSIA

POURING CONCRETE ABOVE THE ARCTIC CIRCLE

Working in extreme conditions in Siberia is one of the challenges we're overcoming. We're designing and building 4 liquefied natural gas (LNG) storage tanks, each with a capacity of 160,000m³, in partnership with Entrepose (a subsidiary of VINCI Construction). Given the extreme weather conditions that limit work periods, we've devised construction methods to achieve civil engineering tasks much more quickly, from April to September. In less than 18 months, the project and its design were launched, teams were mobilized, foundations were built, and walls of 2 tanks were completed.



-50°C

That's what the temperature drops to in winter in the Yamal Peninsula. And that's why accurate forecasting of supply needs is crucial to the project's success.

>50% FEWER
LINEAR
PILES

This is what our optimized design has resulted in. To ensure structural stability in permafrost soil, we've designed innovative foundations that adjust to surface thaw in summer.

CONFINEMENT SHELTER CHERNOBYL, UKRAINE

A PROTOTYPE ARCH FOR CHERNOBYL

Since the launch in 1992 of an international ideas contest by the Ukraine Academy of Sciences and the signing of our contract in 2007, our teams have successively worked on the design and construction of this extraordinary prototype. The shelter is designed to meet two objectives: confine damaged reactor number 4 as well as the sarcophagus installed following the accident; and allow the safe dismantling of these structures using mechanical arms operated from an adjacent building. The shelter is large enough to cover an 80,000 seat stadium and weighs 36,000 tonnes. Work is being carried out in accordance with highly specific safety measures, overseen by a 50 strong radiation protection team. In 2014, the arch-lifting operations were concluded with success. Now the equipment-related work is under way.

4
MILLION

This is the number of work hours completed on site without an accident requiring stoppage time.

600,000

This is the number of bolts needed to build the confinement arch.





FONDATION LOUIS VUITTON
PARIS, FRANCE
DELIVERED IN 2014

DEFYING THE LAWS OF ARCHITECTURE

The showcase envisioned by architect Frank Gehry for the Fondation Louis Vuitton art collections opened its doors to visitors in autumn 2014, after 6 years of design and construction. Our teams took part in the development of the design-build tool that enabled all participating companies to coordinate their contributions, thereby reducing the risk associated with multiple interfaces.

100% BIM



This structure could not have been built if all players had not pooled their efforts to produce the project's digital model. The use of Building Information Modelling (BIM) made it possible to envision and build this vessel out of wood, concrete, steel, and glass.

ODEON TOWER
PRINCIPALITY OF MONACO

A MOUNTAINSIDE SKYSCRAPER

The 160 m Odeon Tower will provide the Principality's residents with 100,000 sqm of high-end commercial and residential space. To meet the delivery deadline, we're using the "top and down" method, which allows us to build the tower's 10 underground parking levels and its 48 storeys concurrently.



UP TO
70_M
IN SLOPE
CHANGE

The foundations of this skyscraper are one of its critical features, as the building covers an area of only 3,000 sqm on the side of the mountain.





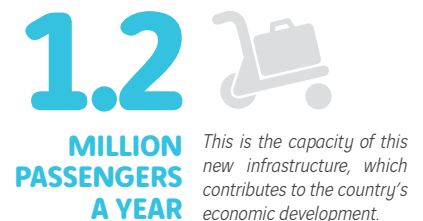
AIRPORT TERMINAL
DUSHANBE, TAJIKISTAN
DELIVERED IN 2014

DELIVERY OF AN INTERNATIONAL TERMINAL IN UNDER TWO YEARS

Tajikistan now welcomes its international visitors in a brand new, two-level, 12,000 sqm airport terminal. The country opted for a boldly contemporary design and entrusted us with this turnkey design-build mandate that includes features such as a baggage-sorting system, boarding bridges, security gates, scanners, and more. The expertise provided by VINCI Airports, a subsidiary of VINCI Concessions that operates 23 airports around the world, was valuable in enabling us to design and deliver this world-class infrastructure.




In efforts to enable authorities to celebrate the inauguration of the new terminal on the day of the national airline's 90th anniversary, we mobilized our teams to deliver the project 4 months ahead of schedule.



GOVERNMENT PALACE
ASHGABAT, TURKMENISTAN
DELIVERED IN 2014

FROM DESIGN TO IT SYSTEMS: A TRUE TURNKEY BUILDING

From initial drawings to delivery of a turnkey building with computers in all offices, our teams erected this iconic structure in just 24 months. No detail was left out in this project, including drawing inspiration from local culture to create the building's interior design. Teams of Turkmen workers were trained in staff decoration techniques to achieve 15,000 sqm of decorated surfaces.

54,000_{SQM} 
IN LINE WITH SEISMIC STANDARDS

In 1948, a strong earthquake struck Turkmenistan, devastating the capital city, Ashgabat. That is why the new Government Palace complies with extremely stringent seismic standards.

BERJAYA CENTRAL PARK KUALA LUMPUR, MALAYSIA

KUALA LUMPUR FROM A HEIGHT OF 200 M

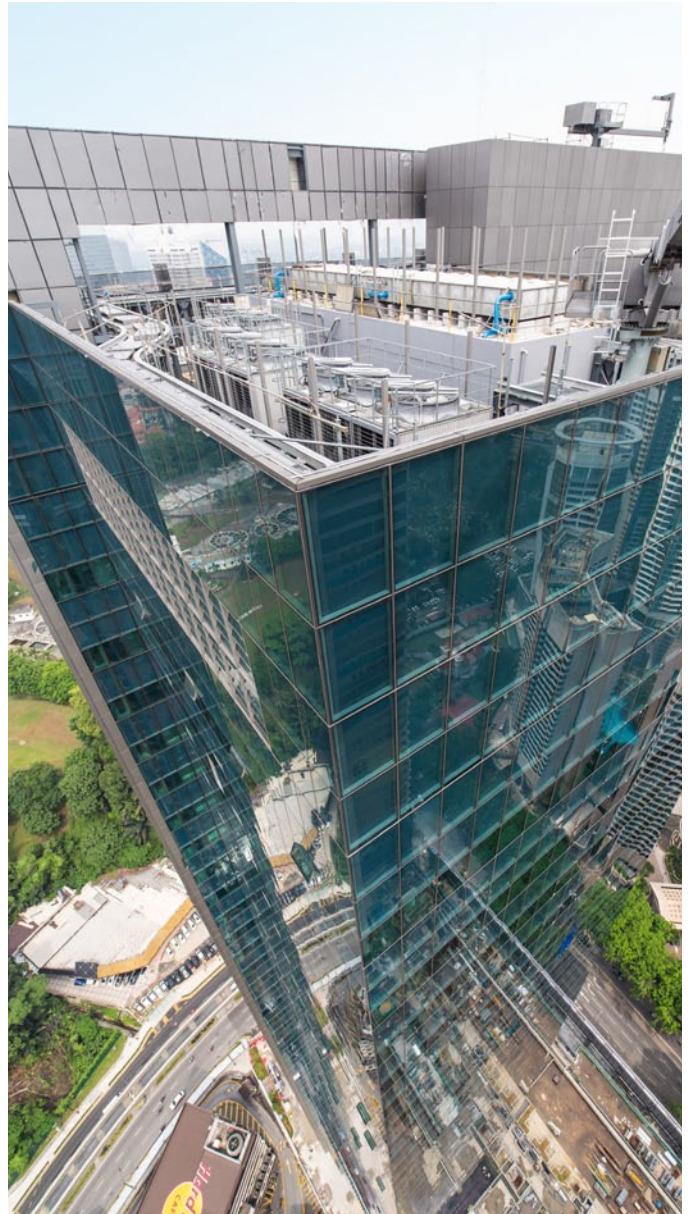
Eight years after the delivery of Berjaya Time Square, which has since become an iconic site in Malaysia's capital city, we are partnering once again with the Berjaya Group on its latest real estate project: Berjaya Central Park. These twin towers, 46 and 48 storeys tall, respectively, rise to a height of 200 m and are connected by a central podium 9 storeys tall.



Finish work is of the highest international standard to accommodate the Ritz-Carlton Residences in Kuala Lumpur.

185,000sqm 

This is the total construction surface area to be built using 73,000 m³ of concrete, 11,200 tonnes of steel, and 375,000 sqm of formwork.



EMBASSY OF FRANCE JAKARTA, INDONESIA DELIVERED IN 2014

MAISON FRANCE IN INDONESIA

Ten years following the delivery of the Meridien Hotel in Jakarta, we went back to Indonesia to build the new French diplomatic complex, which covers 7,400 sqm. The complex consists of two buildings connected by a shared two-storey base: the embassy is 6 storeys high and Institut de France in Indonesia, 5.



18
months

This was the timeline for the project, which we delivered on schedule for the inauguration ceremony held on 20th October 2014 as planned.



LEE TUNNEL

LONDON, UNITED KINGDOM

DIGGING DEEP IN LONDON TO CLEAN UP THE THAMES

Busy Lizzie, the earth-pressure TBM used to excavate 7 km of tunnels, has set new records, achieving progress of 790 m in one month, 250 m in one week, and 55 m in a single day. It ended its course in the London chalk on 26th January 2014. In 2015, a second layer of concrete will be implemented thanks to two giant forms that can move forward at more than 250 m a week. The project, with its 5 shafts and effluent-management and automated raising systems, will be delivered at the end of 2015.

SHIELDHALL TUNNEL


GLASGOW, SCOTLAND

NEW CONTRACT IN 2014

SCOTLAND'S LARGEST WASTEWATER STORAGE TUNNEL

In 2015, we receive and assemble the slurry TBM (5.5 m in diameter) that will excavate the 5 km tunnel required for this project. Two shafts and a covered trench will also be built. Since the tunnel will cross former coal mines, major injection work will be undertaken to secure the TBM's passage.

16
MILLION
M³



This is the quantity of sewage that will no longer be poured into the Thames every year.

80 m



The shafts built as part of this project are the deepest ever excavated in the United Kingdom. They were constructed by sinking diaphragm walls and lined using slip forming that involved the longest concrete pour ever in the United Kingdom.



**3 RAILWAYS
AND 1 MOTORWAY**

The tunnel will run at shallow depth below 3 rail lines and motorway M77.



WATER TREATMENT PLANT NIROTH, CAMBODIA NEW CONTRACT IN 2014

FROM DESIGN TO TRAINING THE CLIENT'S WORK TEAMS

The Niroth water treatment plant, located on the southern edge of the Cambodian capital, can no longer meet the needs of a growing population. Accordingly, the authorities have entrusted us with the mandate of designing and building an expansion to the plant. In addition, we will also maintain the new structure until its entry into service and train the plant's operating staff.



Our efforts will help improve water supply in the capital city, Phnom Penh, by doubling the capacity of the current plant from 130,000 to 260,000 m³ per day.

WATER TREATMENT PLANTS AT AIRPORTS PHNOM PENH AND SIEM REAP, CAMBODIA NEW CONTRACT IN 2014

TREATING WASTE WATER RIGHT AT THE AIRPORT

After being hired to expand airport terminals at Phnom Penh and Siem Reap, our teams have now won a contract to build water treatment plants at these locations. The contract calls for the construction of two activated sludge treatment plants, including a unit that processes sludge by centrifugation and a unit that removes odour.



140 M³/HR

This is each plant's capacity for treating waste water produced at its airport.



STATION PS70

DOHA, QATAR

ENTRY INTO SERVICE IN 2014**PROMOTING THE DEVELOPMENT OF SANITATION IN DOHA'S NEW DISTRICTS**

Like all of Qatar, the city of Doha is undergoing extremely rapid development that requires the building of new residential districts. To meet future sanitation needs north of the capital city, especially in the new city of Lusail, we have designed and built the Middle East's largest pumping station in conjunction with our partners QDVC, a subsidiary of Qatari Diar (51%) and VINCI Construction Grands Projets (49%), and Entrepouse (a subsidiary of VINCI Construction). Following delivery of the project in summer 2012, we provided our client with further support through a maintenance contract until the station's entry into service, which was successfully achieved on 31st August 2014.

**680,000 M³ PER DAY**

This is the pumping capacity of this hydraulic structure designed to raise waste water from a depth of 50 m before channelling it through some 30 km of piping to a treatment station.

**IMPROVING THE DISTRIBUTION OF DRINKING WATER**

YARMOUK, JORDAN

NEW CONTRACT IN 2014**PUTTING OUR EXPERTISE TO WORK FOR JORDAN**

This contract was signed on 14th September 2014 with President François Hollande of France in attendance; the project will benefit from French government funding dedicated to emerging countries. The contract calls for the supply of water-management equipment, machinery, vehicles, and pumping equipment (including installation). Technical experts will also be made available as part of this project.

SENDABA TECHNICAL LANDFILL CENTRE

ADDIS ABABA, ETHIOPIA

NEW CONTRACT IN 2014**SECURING FUNDING FOR ENVIRONMENTAL PROJECTS**

Thanks to funding from *Agence française de développement*, we are providing Ethiopia with support on its environmental program and building two storage cells and two basins (aerobic and anaerobic).



SAFETY IN EVERY PROJECT



SAFETY FIRST

Safety is one of the most important values at VINCI Construction Grands Projets. The **"Safety First"** policy applies to everyone within the organization, at every level, to ensure that worksites remain safe and that each and every person's well-being is respected.

Beyond the application of laws, regulations and contractual obligations, all means are put forward to protect the health and guarantee the safety of all stakeholders: employees, subcontractors, partners, clients, visitors and future users.

Safety is an integral part of the management culture at VINCI Construction Grands Projets. It is also a source of progress, as it fosters work quality and contributes to our know-how, experience, and competence.

Safety is an essential condition for our employees and contributes to client satisfaction.

50% DECREASE
IN THE ACCIDENT
FREQUENCY RATE
ON OUR WORKSITES IN 2014

200
QSE MANAGERS'
NETWORK AROUND THE WORLD

SiD - SAFETY IN DESIGN

SAFETY BEGINS WITH DESIGN

The safety of our workers, stakeholders and users of our structures must be guaranteed throughout the life cycle of our projects, and this begins with the design phase.

Implemented at VINCI Construction Grands Projets since 2014, the **Safety in Design** approach consists in optimizing our construction works in terms of health and safety during their design and worksite preparation, to ensure optimal safety throughout the construction, operation and facility management phases.



BUILDING A CULTURE OF SAFETY



Launched in 2011 by VINCI Construction, the **Managing Safety** program is aimed at senior management teams. The goal is to build a genuine culture of safety by ensuring accountability at the highest level.

205 employees,
in **2** countries,
for **16** sessions



The operational version of the **Managing Safety** program has been implemented on our projects since September 2013 with **Safety Boost**. These coaching sessions enable work-site supervision teams to fully understand their own role in ensuring safety.

525 employees,
in **8** countries,
on **9** worksites,
for **21** sessions

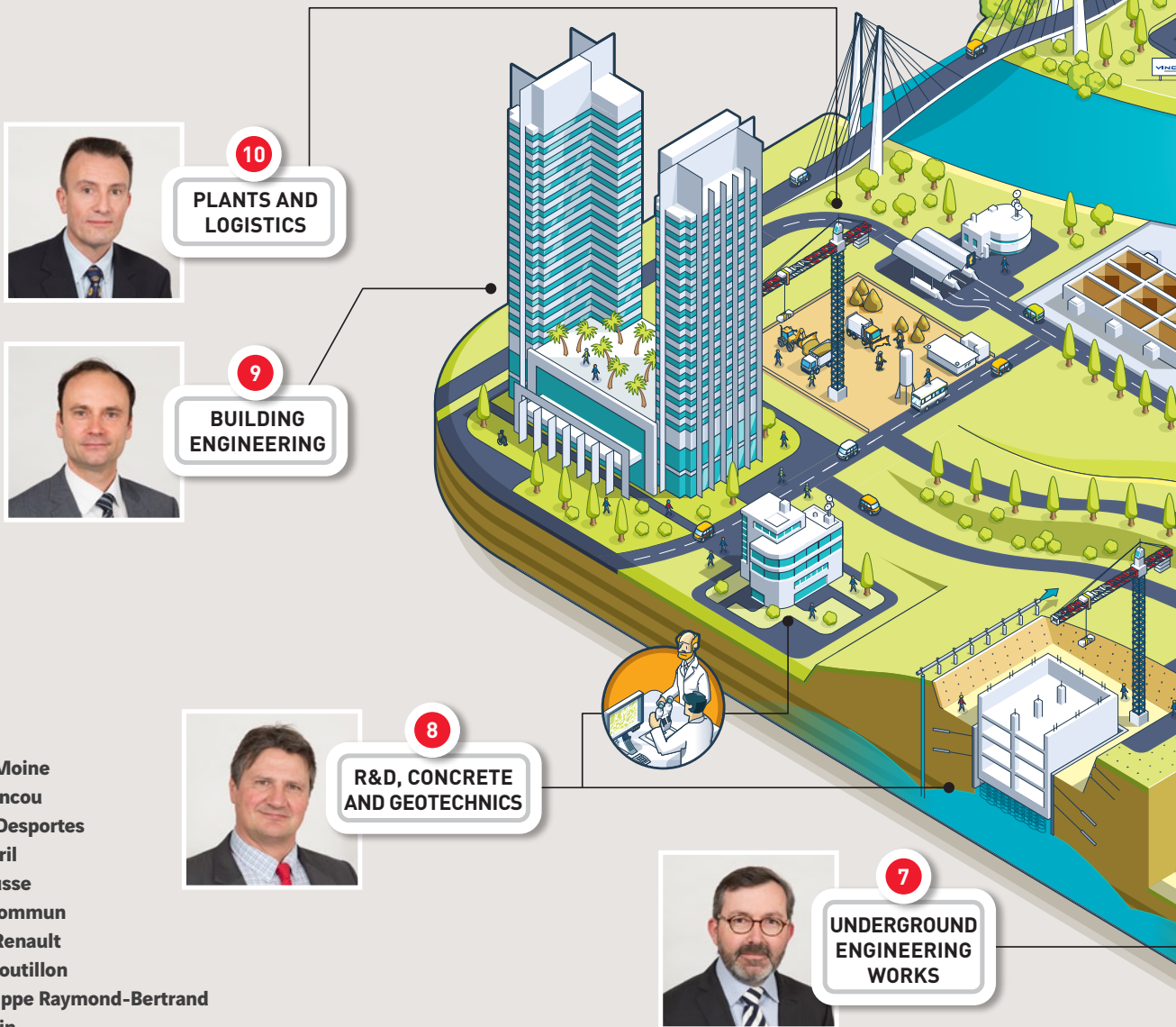


Created in 2008, **(A)live on site** training increases workers' awareness of their attitudes and behaviours through the use of videos taken on site, on which workers are then invited to comment. This self-critiquing exercise raises the level of safety awareness on the worksite.

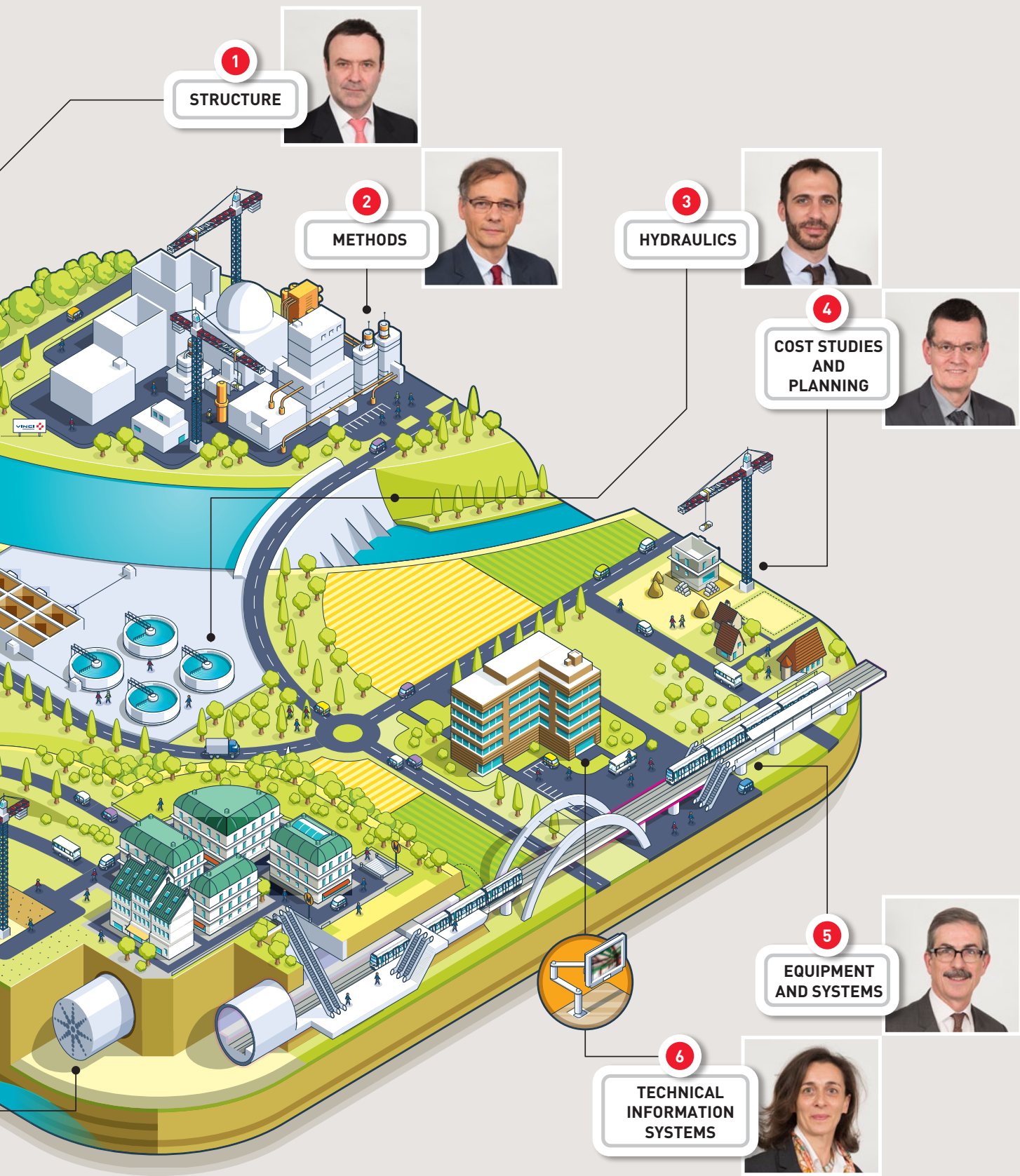
4,564 employees,
in **21** countries,
on **41** worksites,
for **372** sessions

ENGINEERING: CENTRALISED, MULTI-DISCIPLINARY EXPERTISE FOR THE DESIGN AND CONSTRUCTION OF COMPLEX STRUCTURES

**200 ENGINEERS AND
TECHNICIANS WORKING
FOR OUR PROJECTS**



- 1 // Philippe Moine
- 2 // Bruno Francou
- 3 // Geoffroy Desportes
- 4 // Olivier Avril
- 5 // Gilles Causse
- 6 // Pascale Commun
- 7 // François Renault
- 8 // Laurent Boutillon
- 9 // Jean-Philippe Raymond-Bertrand
- 10 // Marc Bohin



R&D AND INNOVATION: PERFORMANCE LEVERS

In 2014:

7 Participation in
**FRENCH
RESEARCH
PROJECTS**

12 **ACADEMIC
ASSOCIATIONS**
and
9 **PROFESSIONAL
ASSOCIATIONS**

9 Courses taught in
**ENGINEERING
OR TECHNICAL
SCHOOLS**

3 **NEW
PATENTS**
SUBMITTED IN 2014,
for a total of 18 active
patents in 2015

LinKtech

COOPERATE

At VINCI Construction Grands Projets, innovation and the technical optimization of worksites are part of our DNA.

LinKtech is our network for members of the technical teams to discuss and exchange information, with the goal of increasing team effectiveness. In addition to capitalizing on experience in the field, **LinKtech** also serves to anticipate construction issues that may arise in the future.

The strength of the VINCI Group lies in its ability to unite the various business lines with construction, operation and maintenance.

Through the internal network **Cooperate**, we have access to the know-how and expertise of our colleagues involved in Concessions business line and we can therefore integrate the post-delivery needs of our clients right from the design stage.

Externally, VINCI Construction Grands Projets is actively involved in a number of educational and research projects.



Through the **VINCI Innovation Awards**, held every two years and open to all employees, the Group nurtures its innovation potential by encouraging the practical initiatives of its employees directly in the field.

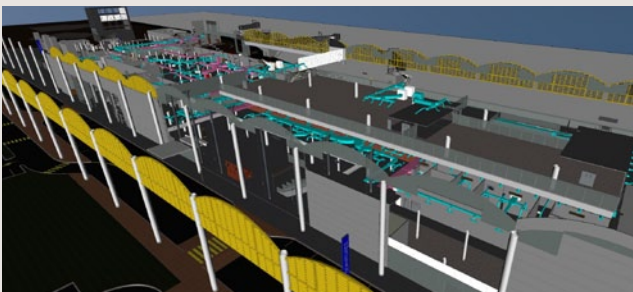
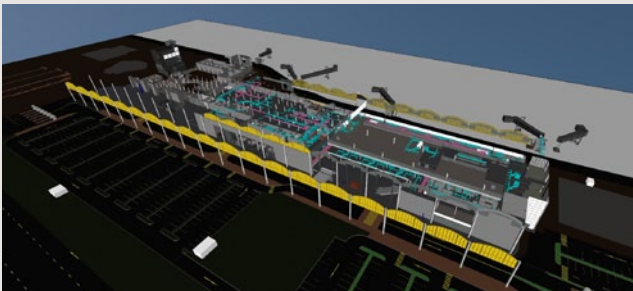
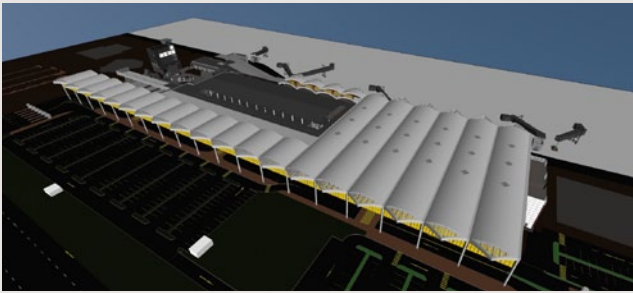
It rewards innovation not only for technical aspects, but also in the areas of safety, sustainable development, working conditions, etc.

In 2013:

5,300 participants

2,075 submissions

146 submissions selected for
regional prizes
and **13** for the final awards



INFORMATION SYSTEMS THAT ENHANCE PERFORMANCE

The recognized technical and scientific capacity of the Engineering department of VINCI Construction Grands Projets relies on the latest computer technology and calculation, design and project management software—or even better: in fact, we also develop our own, specialized tools for carrying out special projects.

BIM: BUILDING BEFORE BUILDING

A unique source of information intended for all the stakeholders of a project, **Building Information Modeling (BIM)** can be used for all steps in a structure's life cycle: from design to construction, throughout its operations, up to its rehabilitation.

Among the features offered by BIM, the "3D modelling" module can be used to visualize the structure and to perform various simulations (construction phasing, choice of materials, energy consumption, etc.).

Used within a collaborative approach, BIM facilitates and accelerates a project's development as well as its validation by the parties concerned.

Virtual simulation can also be used to study multiple variations in a more interactive, quicker and less expensive manner, in order to come up with the best solutions, particularly in the area of safety.

BIM IN OUR PROJECTS

Buildings: Dushanbe (Tadjikistan) - Phnom Penh and Siem Reap (Cambodia airports) - Louis Vuitton Foundation (France) - Odeon Tower (Principality of Monaco).

Infrastructure: SEA high-speed rail (France) - Crossrail, London (England) - Atlantic Bridge (Panama) - Doha Metro (Qatar).



OUR PEOPLE, OUR RESOURCE

6,974

EMPLOYEES
IN THE
WORLD



INCLUDING

1,257

MANAGERS

92.5%

LOCALS OR
INTERNATIONALS
(OUTSIDE FRANCE)
ON WORKSITES



953

HIRES UNDER
PERMANENT
CONTRACT



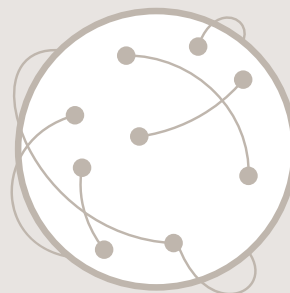
19.5%

WOMEN



33

NATIONALITIES



100

VINCI
MOBILITY
CONTRACTS

VINCI Mobility contracts allow international managers to enjoy permanent contracts with benefits such as health insurance or a retirement savings plan. This type of contract helps to retain our best employees around the world.

21,906 HOURS OF TRAINING IN 2014 OR 3.44% OF TOTAL PAYROLL



88 EMPLOYEES TRAINED IN MULTICULTURAL MANAGEMENT

We gauge our success by our clients' satisfaction. It is therefore fundamental that we understand, from the very first meeting, the cultural context we're working in, on all five continents. Furthermore, the integration of partners and local economic networks into our activities demands that we fully comprehend these environments. Finally, an understanding of cultural differences ensures that the structures we build are fully adopted by the populations for whom they are intended.



500 EMPLOYEES ATTENDED ORCHESTRA TRAINING

Orchestra is the training available since 2007 for employees supervising works. Employees master worksite preparation and production, while developing appropriate quality and safety habits.



697 WORKERS ATTENDED SKILL-UP TRAINING

12 SKILL-UP TRAINERS

SESSIONS GIVEN IN MALAYSIA, THE DOMINICAN REPUBLIC, CAMBODIA, PANAMA, QATAR, EGYPT AND HONG KONG

Since 2012, Skill-up has operated as a mobile training school for workers around the world. Project managers identify tasks on which local workers need to be trained in order to achieve our quality and safety criteria. A knowledge and skills transfer program is developed, and then our multi-lingual trainers, once foremen themselves, go on site to provide hands-on training.



287 MANAGERS ATTENDED TEAM GRANDS PROJETS

42 SPEAKERS IN TEAM GRANDS PROJETS

Created in 2008, Team Grands Projets is the academy of excellence for future senior project managers. The company's experience and knowledge are passed on through direct testimonials, in a spirit of sharing that fosters a true company culture.

DEVELOPING TERRITORIES SUSTAINABLY

To integrate ourselves into the territories where we operate, we extend our actions to the stakeholders and involve our partners, suppliers and chosen subcontractors in the continuous improvement process of our social, civic and environmental performance.

We apply the ten principles of the UN Global Compact, of which VINCI has been a signatory since 2003, as well as the eight commitments of the **"Together!" Manifesto** embraced by the Group since 2012. An independent organization verifies compliance with and the impact of this manifesto.

VINCI Construction Grands Projets is certified



ISO 9001
ISO 14001
OHSAS 18001
ILO-OSH



CO₂CRETE IMPACT®

GES^{tim}™

TOOLS AVAILABLE

Environment

CO₂CRETE IMPACT® is a tool developed in-house to evaluate the greenhouse gas emissions of concrete throughout its formulation process. **CO₂CRETE IMPACT®** complies with the carbon calculation method of ADEME (the French environment and energy management agency).

GES^{tim}™ is a tool developed in-house to calculate greenhouse gas emissions generated by major construction projects right from the tendering phase. **GES^{tim}™** complies with ADEME carbon calculation methods.

Code of Ethics and Conduct

In 2010, the VINCI Group published its Code of Ethics and Conduct, stating its convictions, commitments and rules of ethics, as well as the means for implementing them. The Code is available to all employees through the Group's Intranet and Internet sites. An Ethics Officer ensures that the Code is properly understood and may be contacted directly by employees.

INITIATIVES REWARDED

44/50 mark given to the Lee Tunnel project in the United Kingdom

by the Considerate Constructors Scheme in November 2014. The rating given by this independent organization has become a standard for corporate responsibility in the construction sector and encourages companies to improve their public image. "An outstanding overall performance," said auditor Eddie Challand.

7.9 score for the SCL 1103 project in Hong Kong

at its 5th audit in January 2015 by DNV, an international certification body. This audit, based on the International Safety Rating System (ISRS), evaluates the worksite according to 16 criteria. We earned the best score of all companies working for our client, MTR.

together!

As an integrated concessions-construction company, VINCI designs, finances, builds and operates infrastructure and facilities that help improve daily life and mobility. Because our projects are in the public interest, we at VINCI consider that we have a duty to reach out to our public and private sector partners and to engage in dialogue with them, and so we are publishing a new Manifesto with commitments that meet this objective.



1 Our infrastructure and facilities serve the public and the common good. We therefore strive to involve all stakeholders – partners, customers, suppliers, elected officials, local residents and civil society – in our projects as early as possible.
We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are closely involved.



2 Ethical behaviour is key to our contracts and our customer relations. Our companies apply our Code of Ethics and Conduct around the world.
We commit to ensuring total transparency in our own practices and in those of our subcontractors.



3 We take part in the forward-looking debate about the sustainable city and sustainable mobility. Our eco-design innovations enable us to improve the energy and environmental performance of our infrastructure.
We commit to reducing our greenhouse gas emissions by 30% between now and 2020, to supporting our customers in their quest for better energy efficiency and to encouraging their adoption of an environmentally responsible approach.



4 Our business activity is rooted in local service. We therefore support the engagement of our employees and companies in sponsoring civic projects and combating social exclusion.
We commit to supporting the civic engagement of our employees, especially through the Group's foundations around the world.



5 We reject the idea that workplace accidents are unavoidable. Our management has a responsibility to do its utmost to ensure the physical integrity and the health of everyone on our worksites and in the facilities we operate.
We commit to the zero accidents objective.



6 Our culture is based on bringing together people of different backgrounds and experience. We fight all forms of discrimination in hiring, in workplace relations and in the career paths of our employees. We train our managers in this requirement and impress it on our suppliers and subcontractors.
We commit to diversifying our supervisory staff to include more women and people of diverse origins.



7 We take a long-term approach to relations with our employees. We practise responsible flexibility to foster balanced career and personal development for our employees.
We commit to proposing training and job mobility opportunities for all our employees in order to promote sustainable employability.



8 Our employees together represent VINCI's biggest shareholder block. We strive to share the benefits of our growth with our employees around the world through employee shareholding and appropriate profit-sharing schemes.
We commit to ensuring that every VINCI employee is given an opportunity, wherever possible, to share in our economic success.



R E A L
SUCCESS
I S T H E
SUCCESS
YOU SHARE

Follow us on



5, cours Ferdinand-de-Lesseps – F-92851 Rueil-Malmaison cedex
Tel: +33 1 47 16 47 00 – Fax: +33 1 47 16 33 60
www.vinci-construction-projets.com



GRANDS PROJETS